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Report of the Economic and Social Council

Public administration and development

Report of the Secretary-General**

Summary

In response to the request of the General Assembly in its resolution 60/34 of 30 November 2005, and as a follow-up to the reports previously submitted by the Secretary-General in 2002, 2003, 2004 and 2006 (A/57/262-E/2002/82, A/58/152, A/59/346 and A/60/114), the Secretary-General provides an update on the implementation of resolution 60/34, in the present report. It is based on the analysis of the substantive work of the Committee of Experts on Public Administration and recent activities carried out by the Division for Public Administration and Development Management in the Department of Economic and Social Affairs. It incorporates the contributions of those United Nations bodies, from the governance and institution-building cluster of the Executive Committee on Economic and Social Affairs, that responded to a request for inputs. It also reports on the outcome of the seventh Global Forum on Reinventing Government.

* A/62/150.

** In view of the importance of the document, extensive consultations with various organizations and stakeholders were undertaken, resulting in delayed submission.

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I. Introduction

1. At its resumed fiftieth session, the General Assembly brought to the fore the importance of public administration in development and reaffirmed the role of the Secretariat in assisting Member States, at their request, in strengthening their public administrations. The General Assembly has mandated the Secretariat to undertake activities to assist Member States to build their administrative capacities since December 1948 (see resolution 246 (III)). During the resumed fiftieth session, the General Assembly also recommended that the Secretary-General take appropriate measures in order to ensure maximum coordination of the activities of the United Nations system in the field of public administration and development (resolution 50/225, para. 18). Subsequent to that session, the Secretary-General submitted a report on the implementation of resolution 50/225 (see A/53/173-E/1998/87).

2. Since then, the General Assembly reviewed developments in the field of public administration at its fifty-third and fifty-sixth to sixtieth sessions (see resolutions 53/201, 56/213, 57/277, 58/231, 59/55 and 60/34).

3. At its sixtieth session, the General Assembly emphasized that good governance and transparent and accountable public administration at the national and international levels would contribute to the achievement of the Millennium Development Goals (resolution 60/34, para. 2). The Assembly requested the Secretary-General to continue to facilitate, through the United Nations Online Network in Public Administration and Finance, the dissemination of information, knowledge and valuable practices in public administration (ibid., para. 8). It requested the Secretary-General to submit a report on the implementation of resolution 60/34 and the result of the seventh Global Forum on Reinventing Government (ibid., para. 14).

4. The present report builds on the earlier report presented at the sixtieth session on public administration reforms, implemented by Member States in the 10 years prior to that report (A/60/114). For that report, the Secretariat requested the Member States, United Nations regional commissions and regional public administration organizations to respond to questions about a variety of public administration revitalization measures. The report provided snapshots of reform and revitalization efforts within and across the world regions. Furthermore, the report highlighted the challenges confronting public administration systems as they implement different types of innovative and capacity-strengthening measures.

5. The present report is based on the analysis of the substantive work of the Committee of Experts on Public Administration and recent activities carried out by the Division for Public Administration and Development Management in the United Nations Department of Economic and Social Affairs. The Division is entrusted with implementing the United Nations Programme in Public Administration and Finance and is the focal point of the governance and institution-building cluster of the Executive Committee on Economic and Social Affairs. It also incorporates the contributions of the United Nations agencies that belong to this cluster. The cluster members were requested to identify, from their respective perspectives, the main factors in governance and public administration that facilitate the achievement of the Millennium Development Goals and other internationally agreed development goals. They were also asked to highlight the successful activities that their organizations have carried out in promoting or strengthening State capacities in

governance and public administration. The United Nations agencies that provided inputs to the present report include the Economic Commission for Africa (ECA), the Office of the Special Adviser on Africa, the United Nations Development Programme (UNDP), and the Office of the United Nations High Commissioner for Human Rights (OHCHR).[1]

II. Public administration, governance and development

6. At its resumed fiftieth session, the General Assembly recognized that "there is a need for public administration systems to be sound, efficient and well equipped with the appropriate capacities and capabilities ... which supports all phases of the development process as well as the promotion of opportunities for all to participate in all spheres of the public sector" (resolution 50/225, para. 7). The Assembly also recognized the importance of the major United Nations conferences and urged the development of the necessary capabilities to enable public administration to implement the commitments agreed upon in an effective and coordinated manner (ibid., para. 10).

7. Currently, the major development challenges for Member States are centred around the realization of the Millennium Development Goals by 2015. The United Nations Programme on Public Administration and Finance supports Member States in strengthening governance and public administration to reach these and other development commitments of the international community as well as those of individual Member States. With eight years remaining, many countries have progressed well, but others have been facing barriers to achieving the Millennium Development Goals. Notwithstanding the problems of resource constraints and an international trade regime that has not fully integrated all economies, many of the challenges of development also stem from weaknesses in public administration and governance systems and a lack of State capacity.[2]

8. Mandated to assist Member States with the challenges of these capacity deficits, the Department of Economic and Social Affairs, with the advice of the Committee of Experts on Public Administration, and other relevant United Nations agencies have been carrying out a number of activities. Bearing in mind the request of the General Assembly to the Secretary-General to ensure maximum coordination, the agencies have been in consultation, wherever possible, in supporting Member States with governance and public administration reforms. The Executive Committee on Economic and Social Affairs is one such coordination mechanism that allows for regular consultations. When consulted by the Department on identifying those main factors in governance and public administration that facilitate the achievement of the Millennium Development Goals and other internationally agreed development goals, the governance and institution-building cluster members

[1] In addition to the membership of the Executive Committee on Economic and Social Affairs cluster, there are many other organizations within and outside of the United Nations system, that work on promoting state capacities in governance and public administration. For example, the United Nations Human Settlements Programme (UN-HABITAT) has done extensive work on decentralization, local governance and service delivery. The World Bank has developed key governance indicators in addition to addressing State capacity in various sectors.

[2] *Governance for the Millennium Development Goals: Core Issues and Good Practices* (United Nations publication, Sales No. 07.II.H.2).

agreed on certain themes. They include: the respect for human rights and the rule of law and democracy; participatory governance and civil society engagement; civic engagement in public accountability, decentralization and local government capacity; professionalism and capacity of the civil service; policy development and coordination capacity in economic and social sectors; service delivery capacity and access; resource mobilization, public-private partnerships and financial management; improving efficiency and monitoring; integrity, transparency, accountability and internal and external controls; and the application of technology to government and knowledge management. The cluster members also submitted descriptions of their activities that address these themes. The activities have been summarized in section III below.

III. Selected activities of United Nations bodies[3]

9. Among United Nations bodies that promote respect for human rights, rule of law and democracy, notable are the activities of OHCHR. The Office works closely with Member States to promote compliance of national law, policies and practices with international standards on human rights and justice. It provides information and legal analysis, identifies where domestic laws fall short of established international standards, advises Member States on necessary legislative and policy reforms, and provides the methodological tools and training needed to build capacity at the country level. The Office established a Millennium Development Goals and Right to Development Unit, which, among others, is tasked with integrating development issues into the country engagement strategies of OHCHR.

10. In 2006, the Office published a handbook on *Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation*. In 2007, the Office circulated the "draft guiding principles on extreme poverty and human rights: the rights of the poor" to relevant organizations within and outside of the United Nations system. In addition, it published five "rule of law" learning tools, covering mapping of the justice sector, truth commissions, prosecution initiatives, vetting, and monitoring legal systems. Moreover, in its Plan of Action for 2005-2007, the Office identified democratic deficits as one of the main challenges to the effective realization of human rights. While emphasizing the centrality of democracy to the task of building a more secure and prosperous world, the Plan provided the ingredients for a strategic framework giving effect to democratic principles and redressing democratic deficits.

11. The Department of Economic and Social Affairs has been carrying out extensive work on participatory governance. In order to deepen its understanding on the emerging issues of governance and public administration, in 2007 the United Nations Committee of Experts on Public Administration, at its sixth session, focused on participatory governance. The discussion included elaboration of practices of participatory governance in policy development, service delivery and budgeting and public accountability. The Committee concluded that (i) civic engagement in public administration is being recognized as valuable, especially in the implementation of accountable and equitable public policies and programmes; (ii) a clear understanding of institutional, methodological and capacity-building issues of participatory governance is key to the success of such practices; and (iii) the

[3] The activities have been presented by themes that they address rather than by agency.

systematic gathering of information on participatory governance is important for South/South cooperation. The issues raised and lessons distilled have been presented in the report of the Committee,[4] in a policy brief that will be made available to Member States, and in the 2007 *World Public Sector Report* on the theme.

12. The work of UNDP on the public sector is based on the broader principles and institutions of democratic governance. The voices of youth, women, the poor and indigenous people are integrated into the UNDP multi-stakeholder approach. Development of local capacity for dialogue mobilizes greater broad-based support for reform than expert-led approaches. UNDP programmes promote participatory governance and the involvement of civil society in public administration reform, including legal and institutional reforms to enable transparency and full participation in government activities.

13. UNDP interventions on public sector reforms address all levels of governance, national, regional and local/community. In addressing decentralization and local government capacity, activities aim to achieve results with a programme of wage and incentive reforms, retrenchment, performance management systems, and streamlining and reorganization of core administrative and legal structures. Assistance is provided to increase the capacity of local government structures by creating linkages among local governance actors and increasing local administrative, fiscal, and planning skills. Decentralization of policy, income generation, and service delivery are supported through strengthening infrastructure and delivery mechanisms.

14. Promoting professionalism in and strengthening the capacity of the civil services of Member States has been a core activity of the United Nations Programme in Public Administration and Finance, currently implemented by the Department of Economic and Social Affairs. A good example of a promotional activity is the annual competition of the United Nations Public Service Awards. The Awards are the most prestigious international recognition of excellence in public service. They reward the creative achievements and contributions of public service institutions to a more effective and responsive public administration in countries worldwide. Winners of the United Nations Public Service Awards are celebrated every year at United Nations Headquarters on 23 June and awardees are invited to participate in the ceremony. Since the first Awards Ceremony in 2003, the United Nations has received an increasing number of submissions from around the world.

15. All public organizations and bodies at the national and subnational levels, as well as public/private partnerships and organizations performing outsourced public service functions, are eligible for nomination. The United Nations Public Service Awards take into consideration a geographical distribution of five regions. In order to level the playing field for nominations received from countries with varying levels of development and income, the following five regions have been established: Africa, Asia and the Pacific, Europe and North America, Latin America and the Caribbean, and Western Asia. Nominations have to be made by another entity than the institution being nominated, and self nominations are not accepted. Eligible nominators include government departments and agencies; universities, non-governmental organizations and professional associations among others. In

[4] *Official Records of the Economic and Social Council, 2007, Supplement No. 24* (E/2007/44-E.C/16/2007/6).

2007, the United Nations Public Service Awards were given in three categories: (i) improving transparency, accountability, and responsiveness in the public service; (ii) improving the delivery of services; and (iii) fostering participation in policymaking decisions through innovative mechanisms (e.g., utilizing information and communications technology (ICT), participatory budgeting, participatory/social auditing and monitoring, and others). See annex I for a list of 2007 winners and finalists.

16. In addition, the Department of Economic and Social Affairs has supported the development of two regional charters of public service. The Charter for the Public Service in Africa was adopted in 2001 (see A/56/63, annex II), and the Ibero-American Charter for the Public Service was adopted in 2003 (see A/58/193, annex II). The Charters are reference tools, including fundamental principles for public administration, for signatory countries to voluntarily conform their civil service laws, regulations, institutions and practices with their provisions.

17. The Office of the Special Adviser on Africa has been supporting policy development and strengthening coordination capacity in economic and social sectors in African countries. In line with its advocacy and analytical work in regard to the implementation of the New Partnership for Africa's Development (NEPAD), the Office monitors and reports on the implementation of the African Peer Review Mechanism. Africa continues to suffer more than its share of the hardships caused by violent conflict, poverty and disease. Moreover, the region lags behind the rest of the developing world in achieving the Millennium Development Goals. The Mechanism is a key element of NEPAD designed to address areas of governance in African countries. It is a mutually agreed upon instrument, voluntarily acceded to by the member states of the African Union, as an African self-monitoring, peer-review and peer-learning mechanism. The Mechanism is fundamental to the implementation of the NEPAD priorities of political, economic and corporate governance, a central element in strengthening Africa's ownership of NEPAD and a means of attracting support from development partners.

18. On enhancing service delivery capacity and access, UNDP works with partner Governments by carrying out functional reviews, policy recommendations and training. In order to target delivery to underserved groups, gender, HIV and human rights issues are a focal point for human resource development. UNDP best practices in this area include multi-donor partnerships for reform and are based upon a regional approach to engender a culture of cooperation and promote information-sharing for civil service integrity, regulatory reform, public service delivery, and governance of public finance.

19. In supporting member States with enhanced resource mobilization, private-public partnership and financial management, ECA provides support on political, economic and corporate governance, as well as on institutional-effectiveness issues. This is to help address the capacity deficits in governance institutions identified in the country governance reports contained in the *African Governance Report*.[5] Activities also include promotion and advocacy on public-private partnerships initiatives and dialogues in member States. It also analyses the impact of corruption on development (to serve as an advocacy tool) and organizes training programmes and workshops on corruption for relevant stakeholders including civil society

[5] United Nations publication, Sales No. 05.II.K.7.

organizations, policymakers, the judiciary, government officials, procurement institutions and schools. This enables the sharing of best practices and experiences from developed and developing countries and highlights the negative impact of corruption on the fight against poverty as well as the important role of an independent judiciary and of watchdog organizations. In this regard, ECA has created training modules on the Medium Term Expenditure Framework, targeting parliamentarians to enhance their monitoring role over budgeting processes. The modules were applied at subregional level during 2006.

20. When national institutions cannot provide efficient and effective performance in specific sectors, UNDP also works to foster public-private partnerships for better policy development and resource harmonization. The involvement of grass-roots supporters and media in the change process has shown to engender internal and external support. It also contributes pressure for reform and performs a monitoring function.

21. To support improving efficiency and monitoring, UNDP programming emphasizes reform of governmental processes and institutions to improve efficiency, financial accountability, and productivity to meet social and economic development needs. The introduction of new tools such as management information tracking systems has demonstrated improved delivery of health, education and welfare services, tax and customs administration, and more transparent management of technical assistance funds. The approach of UNDP includes training for capacity-building, review of government practices, and the development of monitoring systems to provide ongoing feedback on service provision and responsiveness, permitting evaluation against standards, guidance for reforms and comparison with peer service providers.

22. The Department of Economic and Social Affairs has been supporting various initiatives on integrity, transparency and accountability as well as internal and external controls. In 2006, the Department supported the United Nations Office on Drugs and Crime in drafting its technical guide to the United Nations Convention Against Corruption. The Convention is the first legally binding global instrument related to corruption. It broke new ground with its provisions on asset recovery and prevention. Given these innovations, the Convention devotes an important part to fostering international cooperation with specific measures such as extradition and mutual legal assistance. It also recognizes that the problem of corruption goes beyond criminal conduct and contains a broad range of measures for preventive action at the national level, calling for harmonizing cross-border anti-corruption measures. To assist Member States to institutionalize such preventive provisions, legislative and technical guides were prepared by the Office in consultation with other partners.

23. The application of ICTs for e-government is among the four core areas of focus for the Department of Economic and Social Affairs. The Department undertakes policy research and analysis on the use of ICTs in government, resulting in recurrent publications such as the *Compendium of Electronic/Mobile-Government Innovative Practices and Lessons Learned and the United Nations Global Electronic/Mobile-Government Readiness Report*. It also publishes specialized reports such as *Understanding Knowledge Societies*,[6] which came out in 2005. In

[6] United Nations publication, Sales No. E.04.II.C.1.

addition to its analytical work in the area, the Department also engages in technical cooperation projects such as the Global Centre for ICT in Parliament and various e-government development projects in Belize, Jamaica, Lesotho, Morocco, Saint Lucia and Saint Vincent and the Grenadines.

24. In addition to advising Member States, the Department itself has applied ICTs to its extensive global network of partners which comprise the United Nations Online Network in Public Administration and Finance (UNPAN). The electronic manifestation of this network is found at www.unpan.org portal. UNPAN is currently being updated to respond to the specific needs and requirements of the portal's clients. After completion, the existing framework will be replaced with an improved navigation scheme and its functionality will be enriched by providing better tools to access information, through more interactive features for the users' dialogue and through easier management tools for the contributors. The portal has a high degree of visibility, as it registers one of the highest numbers of visitors from among the Department's websites.

25. In addition to the selected activities mentioned, the Department supports the Global Forum on Reinventing Government. The Global Forum is the largest global level conference on governance and public administration, supported by the United Nations. The General Assembly, in its resolution 57/277, asked the United Nations Secretariat to provide support to the Global Forum. As requested by the General Assembly, the outcomes of the seventh Global Forum held in June 2007 are reported in section IV below.

IV. Report of the seventh Global Forum on Reinventing Government

26. The seventh Global Forum on Reinventing Government, hosted by the United Nations in partnership with the Government of Austria, took place at the United Nations Office at Vienna from 26 to 29 June 2007 on the theme of "Building trust in Government".

27. Building trust in Government is at the core of the world's quest for peace and well-being. Good governance and effective public administration are recognized as key ingredients to promote trust in Government and are increasingly receiving support from the international community as the foundation for the successful achievement of a wide range of international and domestic policy objectives, including items on the international development agenda. As the basis for effective policy selection and implementation, good governance is a necessary condition to achieve the Millennium Development Goals. In view of this, the report of the Millennium Project to the Secretary-General, *Investing in Development: A Practical Plan to Achieve the Millennium Development Goals*, made a strong case for investing in governance, including public administration.

28. As a part of the preparatory activities for the seventh Global Forum, the Department of Economic and Social Affairs, in cooperation with development partners, organized eight regional forums on reinventing Government. These forums took place in Nadi, Fiji, for the Pacific Islands; Seoul, for Asia; Addis Ababa, for Africa; Brasilia, for Latin America and the Caribbean; St. Petersburg, Russian Federation, for Eastern Europe and the countries of the Commonwealth of

Independent States; Rome, for Western Europe; Bridgetown, for the Caribbean region; and Dubai, United Arab Emirates, for the Arab States region. Conclusions and recommendations from the regional forums were presented in Vienna.

29. The seventh Global Forum promoted the governance and public administration agenda in many ways. It offered seven plenary sessions and seven parallel capacity-development workshops on different aspects of revitalizing governance and public administration to build trust in Government. It provided a forum for senior government officials and representatives of civil society and the private sector to discuss key issues in strengthening sound governance and public administration to promote trust in Government and implement the Millennium Development Goals; introduce various countries' experiences in government reinvention and seek a framework and strategy for future innovations in governance and public administration; and promote cooperation among Government, the private sector and civil society organizations to improve the quality of governance at national and local levels.

30. About 2,000 persons from 160 countries participated in the Forum, including ministers, senior government officials, parliamentarians, mayors, civil society representatives, and the private sector. The Deputy Secretary-General represented the United Nations.

31. The Forum was organized as part of a United Nations system-wide partnership, led by the Department of Economic and Social Affairs. World-renowned speakers presented approaches and innovations to build trust in Government by reforming the public sector, prioritizing service delivery and access, securing legitimacy of government and improving access to ICTs. Furthermore, they discussed issues in support of effective civil society engagement, bringing Government closer to people, promoting public and private sector partnerships and engaging the constructive interest of a free media.

32. While the United Nations organized the plenary sessions, the capacity-development workshops were organized by the Institutional Partners Group, composed of entities and programmes from the United Nations system as well as external organizations. The Institutional Partners Group of the seventh Global Forum included: the Department of Economic and Social Affairs; UNDP; the United Nations Human Settlements Programme (UN-Habitat); the United Nations Office on Drugs and Crime; the World Bank; the Ministry of Government Administration and Home Affairs of the Republic of Korea; the Ministry of Public Administration of Italy; the Community Engagement Alliance of the State Government of Queensland, Australia; Kyung Hee University, Republic of Korea; the International Budget Project; the Africa Governance Institute; the Ash Institute for Democratic Governance and Innovation of the Kennedy School of Government of Harvard University; the Formez Study and Training Center; the Inter-Parliamentary Union (IPU); the International Institute for Democracy and Electoral Assistance; the International Organization of Supreme Audit Institutions; the Organization for Economic Cooperation and Development; Transparency International; and the World Alliance for Citizen Participation.

33. Seven parallel capacity-development workshops enabled selected institutions to share tools and methodologies to improve governance and enhance trust in Government. These workshops also enabled senior government officials to share their innovations, good practices and constraints in designing and implementing

governance reform programmes. The Global Forum website serves as a global resource available to the Member States. The Department of Economic and Social Affairs prepared a six-volume *Government Reinvention Series*, which was posted on the website. The series was also launched at the Global Forum. The United Nations Public Service Day was celebrated during the Forum. The United Nations Deputy Secretary-General awarded the 2007 United Nations Public Service Awards to 16 winners.

34. The participants benefited from keynote presentations by 35 world-known speakers, including former heads of State and internationally recognized experts. Plenary speakers presented approaches and innovations to build trust in Government by reforming the public sector, prioritizing service delivery and access, securing legitimacy of Government and improving access to ICT.

35. Taking advantage of the Global Forum, special meetings were organized before the Forum. While the Global Forum brought together specific governance actors, special meetings focused on different governance actors to discuss their specific roles in good governance and public administration reforms. The special meetings included a ministerial round table, a mayoral forum, a round table of parliamentarians organized by IPU; a meeting of the heads of public administration institutes, a meeting of UNPAN and a session of the Network of Innovators in Governance in the Mediterranean Region.

36. The Vienna declaration on building trust in Government that resulted from the Forum is reproduced in annex II to the present report.

V. Conclusions

37. Upon the request of the General Assembly, the present report has focused on the implementation of resolution 60/34. In doing so, the report highlighted the activities that United Nations agencies have carried out in supporting Member States to address those main factors in public administration and governance that facilitate the achievement of the Millennium Development Goals and other international development commitments. It also reported on the outcome of the seventh Global Forum on Reinventing Government.

38. The United Nations Programme in Public Administration and Finance was conceived to support Member States in dealing with public administration challenges in development. As the Programme will celebrate its sixtieth anniversary in 2008, the present report can foreshadow some reflections on the Programme's contributions to the development of the study of and practices in public administration in development.

39. It can be argued that public administration has grown beyond a technocratic exercise of delegated powers and management of public resources to coordination and management of shared visions in public governance. It now includes the facilitation of participation of all social groups and their fair representation and reconciliation of interests. Member States have responded to this trend to also include new structures and processes in their public administrations to take on new functions and accommodate new actors that come with such an expansion. The United Nations Programme in Public Administration and Finance has also been responsive to the developing needs of Member States by supporting standard-setting

(e.g., the Charters for the Public Service in Africa and in Ibero-America), by undertaking policy and programme analyses in areas of historical concerns (such as post-conflict reconstruction) and new areas (e.g., participatory governance), and by carrying out technical cooperation in emerging areas (e.g., the application of ICTs in government and knowledge management).

40. The developments in the Programme have been constantly influenced by international global trends and vice versa. At the same time, the Programme has been a steady reminder of the invaluable role of the State in economic and social development. It has supported a global network of public administration scholars and practitioners as they went about their work. The current form of this network is the UNPAN portal, both as a partnership of institutions worldwide and an electronic hub of information provided by them. The Global Forum on Reinventing Government serves as a global venue where members of the network and sub-networks can come together to discuss their latest concerns. The United Nations Public Service Awards are recognitions of excellence and innovations in the field.

41. Although no one institution can take credit for the developments in public administration at the global level, the Programme has played a vital role. It was one of the earliest United Nations creations to support Member States in improving their Governments and administrations.

42. Public administration and governance measures can contribute towards more efficient and effective actions to eradicate poverty and hunger, ensure universal primary education, empower women, combat HIV/AIDS and other infectious diseases, reduce child mortality, improve maternal health and ensure environmental sustainability. High rates of economic growth and fair distribution of public resources to the poor are necessary to the timely attainment of the Millennium Development Goals. But that attainment is more likely with the strengthening of the rule of law, civil society engagement, effective decentralization, strengthened policy coordination and service delivery capacity, professionalism in the public service at all levels, innovative resource mobilization and management, more transparency and accountability and the strategic harnessing of ICTs for government in a knowledge society.

43. **In today's world, a challenge for many Governments, particularly those of developing countries, is to benefit from the global pool of knowledge in implementing the international community's development commitments. The United Nations has a key role to play in continuing to assist Member States to meet the public administration and governance challenges in development. The Secretariat will continue to provide intellectual and practical support towards reaching international consensus on governance and public administration. It will contribute towards strengthening the international network of governance and public administration actors in sharing knowledge and disseminating good practices electronically through UNPAN and through regular meetings. And it will provide specialized technical assistance to Member States, upon request, through strengthened partnerships for tackling specific challenges. Bearing these activities in mind, the priorities for the Secretariat during the next few years include:**

(a) **The continuous analysis of governance and public administration factors which affect and promote economic and social development;**

(b) **The collection, analysis and dissemination of successful practices in governance and public administration in the achievement of the Millennium Development Goals and other international development commitments through expanding the reach and scope of UNPAN;**

(c) **The coordination among agencies within and outside of the United Nations system, through existing coordination mechanisms and cooperative arrangements, to maximize the impact of their activities;**

(d) **The use of the United Nations Public Service Awards competition to highlight those governance and public administration innovations, instrumental to implementing the international development agenda;**

(e) **The commemoration of the sixtieth anniversary of the United Nations Programme in Public Administration and Finance through recognizing its contribution to development. In this connection, the General Assembly may wish to organize a substantive panel in 2008 to highlight the importance of governance and public administration in development and to underline its involvement in guiding the Programme during the past 60 years.**

Annex I

2007 United Nations Public Service Awards
Winners and finalists

Category 1 **Improving transparency, accountability, and responsiveness in the public service**			
Region	*Status*	*Country*	*Institution*
Africa	**Winner**	**Kenya**	**Performance Contracts Steering Committee Secretariat** **For "Performance Contracts"**
	Finalist	Morocco	Ministère de la Modernisation des Secteurs Publics (patrimoine-pôle de développement durable) For "Portail administratif service-public.ma"
Asia	**Winner**	**Singapore**	**Ministry of Finance, Ministry of Manpower and Central Provident Fund Board, Singapore** **For "Progress Package"**
	Winner	**India**	**Information Technology and Communications Department, Government of Andhra Pradesh** **For "e-Procurement Project"**
	Finalist	Singapore	Pro-Enterprise Panel
	Finalist	Republic of Korea	Korea Agency for Digital Opportunity and Promotion
Europe	**Winner**	**Austria**	**Federal Chancellery of Austria** **For "Electronic law-making processes (e-Law)"**
	Finalist	Austria	Amt der OÖ. Landesregierung
	Finalist	Slovenia	Ministry of Public Administration For "One stop shop for sole traders (e-VEM)"
Latin America and the Caribbean	**Winner**	**Chile**	**Dirección de Compras y Contratación Pública**
Western Asia	**Winner**	**Azerbaijan**	**The State Oil Fund of Azerbaijan** **For "Extractive Industries Transparency Initiative"**
North America and the Pacific	**Winner**	**Australia**	**Australian Public Service Commission** **For "State of the Service Report"**

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Category 2 Improving the delivery of services			
Region	*Status*	*Country*	*Institution*
Africa	**Winner**	**South Africa**	**e'Thekwini Municipality For "e'Thekwini Water & Sanitation Debt Relief Programme"**
	Winner	**Morocco**	**Arrondissement Agdal, Fez, Morocco For "Fez eGovernment project"**
	Finalist	South Africa	e'Thekwini Municipality For "The Hammarsdale Sustainability Project"
	Finalist	South Africa	e'Thekwini Municipality For "Mariannhill Landfill Conservancy"
Asia	**Winner**	**Republic of Korea**	**Ministry of Justice For "Korea Immigration Smart Service (KISS)"**
	Finalist	Singapore	Singapore Health Promotion Board For "Excellence in Workplace Health-a health initiative"
	Finalist	Republic of Korea	Human Resources Development Service of Korea For "National Technical Qualification Testing and Certification"
Western Asia	**Winner**	**United Arab Emirates**	**Dubai Government Excellence Department For "Dubai Government Excellence Programme"**
	Winner	**Lebanon**	**Lebanese Ministry of Finance For "Taxpayer Service"**

Category 3 Fostering participation in policy-making decisions through innovative mechanisms			
Region	*Status*	*Country*	*Institution*
Europe	**Winner**	**Switzerland**	**Statistical Office Canton Zurich, Ministry of Justice and Interior For "e-Government Project (e-voting)"**
	Finalist	Switzerland	State of Geneva For "Internet voting (e-voting)"
	Finalist	Italy	Regione Emilia-Romagna For "Partecipa.net"
North America and the Pacific	**Winner**	**Canada**	**Tli Cho Community Services Agency**

Annex II

Vienna declaration on building trust in Government, adopted at the seventh Global Forum on Reinventing Government, held at the United Nations Office at Vienna, from 26 to 29 June 2007

Preamble

1. The seventh Global Forum on Reinventing Government, organized by the United Nations with the support of the Government of Austria and the Institutional Partners Group, brought together ministers, senior government officials, mayors, civil society organizations, and representatives from the private sector, academia and international organizations to exchange good practices, innovations, and strategies that improve governance and build trust in Government. During the Forum, distinguished speakers and panellists presented their experiences and perspectives during seven plenary sessions and seven capacity-development workshops. Six special meetings of parliamentarians, mayors, directors of public administration institutes, election commissioners, and public administration networks were further held the day prior to the Forum. In preparation, eight regional forums on reinventing Government were also held from January 2006 to May 2007, the conclusions and recommendations of which were presented at the seventh Global Forum.

2. We, the participants of the seventh Global Forum on Reinventing Government, held in Vienna, Austria, from 26 to 29 June 2007 on the theme of "Building trust in Government", convey our gratitude to Secretary-General Ban Ki-moon for the successful preparation of the Forum by the United Nations Secretariat. We appreciate the contribution and hospitality of the Government of Austria. We are also grateful to the Governments of France, Italy and the Republic of Korea for their support in the organization of the Forum. We further reiterate our deepest appreciation to members of the Institutional Partners Group for their organization of the capacity-development workshops.

3. Today, building trust in Government is a worldwide concern. When people do not see themselves and their interests represented by their political leaders and their Government, trust is compromised and the general public interest is undermined. When citizens' expectations are not satisfied with how the State operates and what it delivers, a dissonance may result which can be heightened in the context of globalization. This leads to distrust and apathy.

4. Acknowledging the outcomes of the eight preparatory regional forums on reinventing Government, we recognize that there is no one single recipe to build trust in Government. Instead, a comprehensive approach needs to be adopted. While the principles of democratic governance such as transparency, accountability and citizens' engagement are universal, there are different ways of accomplishing them.

5. Cognizant of the fact that women constitute more than 50 per cent of the population and recognizing the critical role that they play in all spheres of life, we urge that women's concerns be central in the overall implementation of the recommendations contained in the present declaration.

6. Therefore, we, the participants of the seventh Global Forum on Reinventing Government, draw attention to the present declaration. (The text of the declaration has not been negotiated with all participants and thus does not have any legal standing or generate political commitment on the part of the participants.)

Recommendations: ways to build trust in Government

1. Secure legitimacy of Government

7. To strengthen the confidence of citizens in their Governments, the State must be and be seen to be legitimate, fair and institutionally strong. Legitimacy derives from the respect and adherence to fundamental human rights and the constitution, including the separation of powers between the executive and legislative branches of Government and the independence of the judiciary. Elections confer and sustain political legitimacy when they symbolize and reflect the overall choice of the people. Therefore, we agree that Governments must continue their efforts to implement free, fair and regular elections. The rule of law must be observed and safeguarded. We stress the importance of a constructive relationship between parliament and the executive for the building of trust. However, legitimacy also derives from a shared understanding of the role and functions of the State, and the respective roles of different socio-economic actors.

2. Prioritize service delivery and access

8. Public sector performance creates trust in Government by delivering "public value" via reliable public services that not only address market failures, but produce value by creating equity, equality and social capital. Trust in Government depends in part upon the degree to which Governments can ensure that citizens receive consistent and responsive access to the basic services upon which they depend. Locally provided services often constitute the first contact that citizens have with governmental processes. This influences not only citizens' view of the responsiveness of Government, but also their perceptions of the value of local participation in the governing of their communities. We therefore recommend that Governments make it a priority to improve service access and delivery. This is particularly important to marginalized groups. Moreover, we recommend that public services adopt a customer service focus, aimed at improving the responsiveness and the quality of public services. Citizen feedback and active participation should be incorporated into governance processes.

3. Increase transparency and accountability to combat corruption

9. We recognize that corruption is one of the greatest challenges facing the world. Corruption involving officials from the private and public sectors is a grave and corrosive abuse of power. In order for citizens to have confidence in Government, civil servants, elected officials and other stakeholders must conduct themselves according to the highest ethical standards and in compliance with the law. We therefore recommend strict adherence to the United Nations Convention against Corruption, in addition to the adoption and implementation of national legislative and administrative measures. We further recommend strengthening the transparency of policy processes, ensuring the right to information, improving enforcement mechanisms, increasing public awareness and strengthening anti-corruption

institutions. We also recommend an active role of civil society organizations in policy assessment and anti-corruption initiatives.

4. Improve access to information and communications technologies

10. E-government has tremendous potential to improve transparency, foster greater citizen engagement and participation in the policy process, and improve the quality of policy decisions and their implementation. Moreover, effective knowledge management can help to improve public service capacities, by enabling better coordination with the public sector and between governmental agencies, improving efficiency, permitting improvements in service delivery, enabling better response time to citizens, and strengthening the effectiveness of e-government initiatives. In the face of rapidly changing technological developments, there is a serious risk of a digital divide, both within and between countries. We encourage the support of the international donor community for programmes which improve the access of developing countries to ICT-related infrastructure, education, and training. We further stress that Governments must take a leadership role in protecting data security and safeguarding privacy, through example and by regulation, to improve trust in the online environment.

5. Support effective civil society engagement

11. Civil society must be empowered to participate as a full partner in governance in order for trust to thrive in government institutions. Meaningful dialogue and regular face-to-face involvement in civil society organizations are the most direct and effective ways of building trust and trusting communities. Civil society promotes trust in Government, because it presents itself as a field of constant interaction between State and society. Governments should allow sufficient political space for civil society to play its role and thereby help to build social and political trust. We recommend the modernization of legislation governing civil society activities, increased participation of women in economic activities and political decision-making, greater public involvement in the planning and management of public sector activities, and encourage open dialogue and communication.

6. Engage the constructive interest of a free media

12. Because a vital part of maintaining trust depends on public perceptions, true or false, the role of the media in creating these perceptions has greatly increased with the information revolution. Governments have responded by devoting more resources and ministerial time in relating to the media. But in many situations much more could and should be done to draw the positive attention of the media on what works. Securing legitimacy requires the existence of a free and responsible media to enable greater participation in policy solutions by all citizens.

7. Bring Government closer to people

13. Local governance is one of the most effective ways of bridging the gaps between citizens, political representatives, and public administrators. By ensuring that policy processes are informed by and in touch with the citizens, decentralization helps to anchor democratic governance by strengthening the legitimacy of the State, the notion of citizenship, citizen empowerment, and public service. We therefore re-emphasize the need to recognize subnational levels of government as the closest

public authority to people and to empower them to function as effective conduits between people and Government. To bring Government closer to people, we recommend the strengthening of regional and local governments by transferring powers and resources, deconcentrating administration, developing methods of local accountability, and institutionalizing local participatory processes.

8. Enable public-private partnerships

14. Effective public-private partnerships can improve the design and implementation of development programmes by capitalizing on the respective strengths and resources of each partner. To ensure that these work to strengthen trust, comprehensive governance agreements are needed which detail the priorities and responsibilities of each partner, while acknowledging social costs and benefits. We agree that public-private partnerships must be subject to expert public oversight.

9. Promote innovations in public sector reform

15. We recognize that the ability of Governments to earn the trust of their populations depends on the degree to which they are able to strengthen State capacities. That means, for example, strengthening the accountability for results by guaranteeing adequate competencies for both raising and allocating revenues. To facilitate this process, we recommend that Governments employ incentive-based strategies which reward public sector employees who successfully introduce innovations that improve public service. Innovation should focus on enhancing public value. We further stress the importance of leadership for instilling public sector ethics, ensuring full participation of women in senior public sector positions, reinforcing shared values, and motivating staff. Human resource management and training is a critical factor in strengthening State capacities.

10. Rebuild trust in crisis and post-conflict countries

16. The interplay of social and political trust is even more crucial for crisis and post-conflict countries. Post-conflict societies are characterized by sweeping policy changes and an intensive institution-building process. Legal frameworks must be reformed, former combatants rehabilitated and civic education promoted. It is evident that women's contribution to community development is particularly important in these circumstances. Therefore, social and legal barriers to women's participation must be removed. This is also important for people with disabilities. Security sector reform, justice and reconciliation, constitution making, and conflict prevention through redistributive justice need to occur simultaneously and in harmony with one another. While setting up new institutions is extremely demanding, it is even more difficult for them to achieve legitimacy and to function effectively. Within this context, we emphasize that international assistance organizations should tailor their support to the specific needs of each post-conflict country. Support should be granted at each stage of the transition process and should involve all key stakeholders.

Follow-up measures

17. We urge international development partners, including bilateral donors and the United Nations, to increase support to developing countries to strengthen their capacity in public administration and governance.

18. We also urge concrete follow-up to the seventh Global Forum. In particular, we recommend, inter alia, that the following measures be taken:

(a) Support a global network of innovators to share ideas and experiences, and act as an observatory;

(b) Support regional and global level governance centres to document and share good ideas;

(c) Support regional forums to formulate regional cooperation strategies to improve public administration and governance;

(d) Promote North-South and South-South cooperation and dialogue;

(e) Encourage country anchored pilot projects to test alternative methodologies and approaches to promote and strengthen effective and democratic governance;

(f) Focus at least one category of the United Nations Public Service Awards on projects which contribute to strengthening citizens' trust in Government;

(g) Commission concept papers to develop a framework of principles to underpin trust in Government.

19. In addition and in parallel to the global network of innovators, we also urge the organization of ministerial round tables to meet periodically to review their experiences in dealing with selected issues of trust, and make recommendations. We also recommend similar meetings at regional and national levels for local administrators. Finally, round tables of parliamentarians are also recommended to share innovative practices and institutional designs.